



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
**OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY**  
**FINANCIAL MANAGEMENT AND COMPTROLLER**  
**109 ARMY PENTAGON**  
**WASHINGTON DC 20310-0109**

SAFM-ZA

**FEB 26 2008**

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (PERSONNEL & READINESS)

SUBJECT: Implementation and Cascading of the President's Management Agenda (PMA)

1. Attached please find the Army's second quarter, FY 2008, President's Management Agenda report. It is submitted for your review and incorporation into the DoD report.
2. This report does not include sections on Improved Financial Management (IFM) and the Performance Improvement Initiative (PII). I have reviewed the Army IFM input and it has been posted on the Financial Improvement and Audit Readiness (FIAR) website. Per guidance from OSD Comptroller, the services will not submit a PII report this quarter.
3. Should you have any questions, please contact Mr. Marc Meador: (703) 692-7401 or [marc.meador@hqda.army.mil](mailto:marc.meador@hqda.army.mil).

Peter E. Kunkel  
Principal Deputy Assistant Secretary of the Army  
(Financial Management and Comptroller)

Enclosures

CF:

Secretary of the Army  
Chief of Staff, Army  
Under Secretary of the Army  
Vice Chief of Staff, Army  
Assistant Secretary of the Army (Acquisition, Logistics, and Technology)  
Assistant Secretary of the Army (Civil Works)  
Assistant Secretary of the Army (Installations and Environment)  
Assistant Secretary of the Army (Manpower and Reserve Affairs)  
General Counsel  
Administrative Assistant to the Secretary of the Army  
Chief Information Officer  
The Inspector General  
The Auditor General  
Deputy Under Secretary of the Army  
Deputy Under Secretary of the Army (Operations Research)

**SAFM-ZA**

**SUBJECT: Implementation and Cascading of the President's Management Agenda (PMA)**

**CF: (CONT)**

**Chief of Legislative Liaison**

**Chief of Public Affairs**

**Director Small and Disadvantaged Business Utilization**

**Director of the Army Staff**

**Deputy Chief of Staff, G-1**

**Deputy Chief of Staff, G-2**

**Deputy Chief of Staff, G-3**

**Deputy Chief of Staff, G-4**

**Deputy Chief of Staff, G-8**

**Chief, Army Reserve**

**Chief National Guard Bureau**

**Chief of Engineers**

**The Surgeon General**

**Assistant Chief of Staff for Installation Management**

**Chief of Chaplains**

**Provost Marshal General**

**The Judge Advocate General**

**Sergeant Major of the Army**

**Department of the Army**  
**PMA Scorecard Cascade**  
**2nd QTR FY 2008**  
**Strategic Management of Human Capital**

7. Aggressive hiring timeline goals are met. To be green in status, DoD must have made significant progress and demonstrated continued improvement toward meeting agreed-upon aggressive hiring timeline goals.

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
<p>DoD has established a benchmark for tracking progress in achieving this Goal, and has developed the following performance measures:</p> <p>SES Model: 45 Days  Green: 45 days or less  Yellow: 45-60 days  Red: 61 days or more</p> <p>45-Day Model (Non-SES)  Green: 45 days or less  Yellow: 45-60 days  Red: 61 days or more</p> <p>DATA FOR EACH CATEGORY MUST BE REPORTED IN THE FOLLOWING FORMAT:</p> <p><b>TOTAL NUMBER OF DAYS / TOTAL NUMBER OF ACTIONS = AVERAGE DAYS</b></p>	<p>Design and implement appropriate human capital policies and programs to manage current and future SES corps.</p> <p>Maintain system to monitor and track fill time for all Army SES and non-SES positions</p>	<p>Incorporate new DOD human capital hiring objectives into revised Army Human Capital Strategic Plan to focus actions on optimizing SES position fill time.</p>	<p><b>1st Quarter.</b>  SES fill time decreased by 28% from 1Q FY 08</p> <p>Given the very scarce executive resources the Army has and our constantly demanding challenges while we are at war, all compounded by the fact that our requests for additional allocations go unanswered, the Secretary of the Army must carefully balance and reconsider where and how we use our executives. Since November 2005, Army has reassigned 75 of its SES members in order to deliberately develop a steady flow of adaptive, multi-skilled leaders who are capable of operating in this complex environment. With our 287 allocations, this indicates that we have moved approximately 1/4 of our executives through talent pool management. We hired 45 new executives in FY07; with a loss rate of 44. In order to decrease SES fill time, we are streamlining our processes to the extent possible. However, this does not include deliberate consideration and high level approval for every tentative selection. Army focuses on quality of hire vs. speed in filling positions, and we take an enterprise approach to the process which requires additional time.</p> <p><b>SES</b>  Total number of days: 555</p>

			<p>Total number of Actions: 8  Average Days: 69 days  <b>Mission Critical Occupations (MCOs)</b>  SES did not fill any MCO positions</p> <p><b>Non-SES</b>  Total number of days: 359,438  Total number of Actions: 11,418  Average Days: 31.48 days</p> <p><b>Mission Critical Occupations</b></p> <p><b>Civil Engineers</b>  Total number of Actions: 180  Average Days: 41.66</p> <p><b>Pharmacists</b>  Total number of Actions: 8  Average Days: 12.25</p> <p><b>Budget Analysts</b>  Total number of Actions: 234  Average Days: 28.90</p> <p><b>Accountants</b>  Total number of Actions: 51  Average Days: 41.90</p> <p><b>Use of Hiring Flexibility (Category Rating)</b>  0 Hiring actions using category rating</p>
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**Department of the Army**  
**PMA Scorecard Cascade**  
**2Q FY 2008**  
**Competitive Sourcing**

**1. Incorporate "Green" plan criteria in POM 05 in accordance with Program Budget Decision No. 729.**

<b>DoD Actions to Support</b>	<b>Service/Agency Goals</b>	<b>Service/Agency Plans to Support</b>	<b>Status of Service/Agency Efforts</b>
<p>Incorporate "Green" plan criteria in POM 05 in accordance with Program Budget Decision No. 729.</p>	<p>Review POM FY05. Formed Office of Secretary of Defense (OSD) Integrated Process Team (IPT) to implement revised Office of Management and Budget (OMB) Circular A-76.</p>	<p>The Army's PMA competitive sourcing goal is 77K. The Army has competed 37K positions and has requested credit for 15K non-A76 positions leaving a balance of 24K positions to be competed by the end of FY13.</p>	<p>Under the latest PMA, the Army is coded yellow for "status" and yellow for "progress." FY08 NDAA does not stop the A-76 program. On 23 Jan 08, OSD conducted a quarterly review of the Army's FY08 competitive sourcing initiative and expects Army to conduct a viable A-76 program. Army position is to announce competitions where it makes sense and not be held to any previous target or goal. Even though Army projects approximately 1,482 positions to be competed in FY08, only 1,000 positions were reported to OSD to allow Army flexibility in case it cannot publicly announce all the projected competitions. Coming into this quarter, the Army has 2,612 positions at 21 locations under competition. Army plans to publicly announce approximately 5 competitions in 3rd Qtr, FY08, totaling 209 positions, and 9 competitions in 4th Qtr, FY08, totaling 1,273. In 4th Qtr, FY08, IMCOM will submit for OSD approval, its IMCOM-West information management function as a high performing organization (HPO). This HPO-prototype consists of 497 positions at multi-locations. OSD indicated it would consider Army's request to receive alternative credit for this HPO initiative. Additionally, USACE began an HPO initiative for its Corps-wide resource management function, consisting of 3,000 positions. On 6 Feb 08, IMCOM submitted a Final Decision Report for Fort Huachuca's public-private competition of Range Operations and Airfield Base Operations that commenced on 29 September 2006. There were 31 authorized civilian positions performing the function when this competition was announced to Congress. The competition resulted in a decision that in-house performance was more cost effective. The Most Efficient Organization is</p>

		<p>20 authorized civilian positions. There are currently 15 civilian employees on board that will be affected by this decision. No RIF actions will be necessary. On 12 Feb 08, MEDCOM's Source Selection Authority for its Nutrition Care Services standard A-76 competition announced an initial performance decision in favor of a private sector offeror. This competition was publicly announced on 14 Sep 06 as an 18-month standard, multi-location competition. There were 244 DoD civilian positions (208 civilian and 36 military) announced for this competition. It is not known at this time if RIF actions will be necessary. MEDCOM implemented all FY08 NDAA requirements. In accordance with SECARMY guidance, we are still working to gain acceptance with OSD for including the successes from the Army's other programs which have had a positive impact on reducing structure and improving efficiency, including Joint Basing, Global Defense Posture Review, Mil-Civ conversions, Residential Communities Initiative, Base Realignment and Closure, and utilities privatization. To date, 1, 254 Army personnel have attended the Defense Acquisition University competitive sourcing training courses. A four-day training conference was held in Louisville, KY from 14-17 Jan 08 which included hands-on training with program experts of 54 Army personnel. The training was well received.</p>
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**1. OMB Criteria For Green – All major systems investments have an acceptable business case (security, measures of success linked to the modernization blueprint, program management, risk management, and cost, schedule, and performance goals).**

<b>DoD Actions to Support</b>	<b>Service/Agency Goals</b>	<b>Service/Agency Plans to Support</b>	<b>Status of Service/Agency Efforts</b>
Submit Exhibit 300s to OMB.	All major IT investments submit 300s; 100% of 300s receive a score of 4 or higher from OMB.	The Army submitted 16 Exhibit 300 reports to OSD-NII and OMB for the FY09 Budget Estimate Submission in September 2007. OSD-NII evaluated the Army reports as meeting or exceeding the reporting criteria before forwarding to OMB.	Army has no Exhibit 300 reports on the OMB watch list for FY08, with all the major IT investments meeting or exceeding the OMB scoring goals. Army submitted 16 Exhibit 300 reports to OSD in the fall of 2007 for the BES09; OSD evaluated each of the reports as meeting or exceeding the criteria, and submitted them to OMB. However, the OMB pass back in December 2007 of the BES09 indicated that all 65 of the DoD Exhibit 300 reports were on the OMB watch list, including the 16 reports from the Army. Contrary to the A-11 guidance, OMB changed the evaluation criteria after OSD submitted the reports. OSD worked with the Services and Agencies to address the OMB concerns. OSD will resubmit the 65 Exhibit 300 reports to OMB as part of the PB09 submission in February 2008. Some of the concerns raised by OMB involve DoD policy issues not applicable to the Army, and OSD will address that. OMB will make the final determination of the FY09 watch list based on its evaluation of the resubmitted Exhibit 300 reports.

**2. OMB Criteria For Green – For the Agency portfolio of major IT projects, cost and schedule overruns average less than 10% and performance shortfalls average less than 10%.**

<b>DoD Actions to Support</b>	<b>Service/Agency Goals</b>	<b>Service/Agency Plans to Support</b>	<b>Status of Service/Agency Efforts</b>
Track major IT projects (i.e., MAIS) against Earned Value Management (EVM) baselines.	All major IT projects in development will follow the Department's policy regarding use of EVM. The average cost and schedule variances for the portfolio will be less than 10%.	100% of Service/agency major IT projects in development collect EVM data in accordance with DOD policy. The average cost and schedule variances for the portfolio are less than 10%.	NOTE: "Effective Q1 FY07, it is not necessary for Components to make a submission regarding this Standard for Success. This information is collected from the DoD Components by other means; i.e., primarily through the submission of earned value management data in Defense Acquisition Executive Summaries." <sup>1</sup>

**3. OMB Criteria For Green – 100% of operational major IT systems are properly secured (certified, accredited, or other authorized), including mission critical systems.**

<b>DoD Actions to Support</b>	<b>Service/Agency Goals</b>	<b>Service/Agency Plans to Support</b>	<b>Status of Service/Agency Efforts</b>
Manage, coordinate, and provide oversight for providing system information and security status in the DITPR & IT Registry.	100% of operational systems are properly secured and registered in the DITPR or IT Registry.	Army CIO/G-6 has a plan to maintain compliance at better than 90%. This plan provided guidance and a schedule to Army Major Commands and Staff Elements to maintain their System Certification and Accreditation rates at greater than 90% during FY07.	As of 22 January 2008, the Army's IT systems were documented in the Army Portfolio Management Solution (APMS) as having an 87.5% accreditation rate. This included 83.2% Authorizations to Operate (ATOs) and 4.3% Interim Authorizations to Operate (IATOs). The Office of Information Assurance and Compliance (OIA&C) is implementing an intensive program to improve its ATO rate in FY08. OIA&C also is implementing an integrated system to manage Plans of Action and Milestones (POA&Ms) for Army IT systems with security deficiencies. As of 22 January 2008, OIA&C had collected and analyzed more than 400 Plans of Actions and Milestones (POA&Ms) for compliance with the Federal Information Security Management Act (FISMA) and for Certification and Accreditation (C&A). The analysis of the POA&Ms across the Army Enterprise will be incorporated into the FY08 FISMA Report.

<sup>1</sup> Q1/FY08 E-Gov Scorecard Standards for Success; e-message, Mabry, Roy, Mr, NII/DoD-CIO, SUBJ: FW: Q1 FY08 PMA Component Cascading Assessment Action Requested (FOUO); Wed 11/14/2007 2:36 PM



4. OIG's Criteria for E-Gov - Agency contribution to, and participation in E-Gov initiatives rather than creating redundant, or duplicative efforts, if possible.			
DOD Initiatives to Support	Service Agency Goals	Service Agency Plans to Support	Status of Service Agency Efforts
No IT investments redundant with E-Gov initiatives or Lines of Business (LoB).	No IT investment redundant with E-Gov initiatives or LoB; and Component has identified the E-Gov Initiative/LoB/SmartBUY initiatives with alignment possibilities and are working with the DOD E-Gov Leads for each of those initiatives.	Army will continue to participate in E-Gov activities and align to FY05 E-Gov Implementation Plan.	<p>The Army currently engages in 13 E-Gov activities as well as the SmartBUY Enterprise Software Initiatives (ESI). The E-Gov activities are as follows:</p> <ul style="list-style-type: none"> <li>- E-Travel – Defense Travel System (DTS);</li> <li>- E-Clearance – Joint Personnel Adjudication System;</li> <li>- E-Payroll – Civilian Personnel Management Services &amp; Defense Finance Accounting Service;</li> <li>- E-Record – Army Records Information Management System (ARIMS);</li> <li>- Recreation One-Stop – National Recreation Reservation Service (NRRS)-Corps of Engineers;</li> <li>- Grants.gov – United States Army Medical Research Acquisition Activity &amp; Army Materiel Command;</li> <li>- Geospatial One-Stop – Corps of Engineers;</li> <li>- Disaster Management – Corps of Engineers;</li> <li>- Business Gateway – Corps of Engineers;</li> <li>- Enterprise Human Resource Integration – Civilian Personnel Management Services;</li> <li>- E-Authentication – Protect Information-Public Key Infrastructure;</li> <li>- Integrated Acquisition Environment – Acquisition Information Management; and</li> <li>- Recruitment One-Stop – USAJOBS.</li> </ul>

**5. OMB Criteria For Green – 100% of Agency's discretionary grant application packages are posted on Grants.gov, including all discretionary grant programs using only the SF-424 family of forms.**

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
Post discretionary grant program application packages on Grants.gov Find and Apply website, including all discretionary grant programs using only the SF-424 family of forms.	Post all grant opportunities on Grants.gov Find and Apply.	Army will continue to post all grant opportunities on Grants.gov Find and Apply.	As of 28 January 2008, the Army stands at 100% with fourteen grants posted at <a href="http://www.grants.gov/search/">http://www.grants.gov/search/</a> .

**6. OMB Criteria For Green – 90% or greater of applicable systems have Privacy Impact Assessments.**

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
Ensure assessments guidance is provided for DOD IT initiatives hosting personal information.	Complete PIA's in accordance with the DOD CIO 28 Oct 05 Memorandum, DOD Privacy Impact Assessment Guidance. Submit PIA's to OMB and DOD CIO. Post PIA on Component's website.	Army has established an authoritative and centralized data management registry- Army Portfolio Management Solution (APMS).	As of 28 January 2008, DITPR shows 34 Army systems requiring a PIA and 14 of those having completed PIAs, for a 41% compliance. Twenty two additional PIAs currently are in various stages of review. Army's POA&M for PIA, submitted to ASA (FM&C) on 28 December 2007, anticipates 80% or better compliance by the end of 2 <sup>nd</sup> Qtr FY 08.

**7. OMB Criteria For Green – 100% of EA sections of the IT 300 Exhibits achieve a score of 3 or better based on OSD/OMB Guidance.**

DoD Actions to Support	Service/Agency Goals	Service/Agency Plans to Support	Status of Service/Agency Efforts
Guide the development and publication of DoD EA guidance for preparing the EA Section of the IT 300 Exhibits	Align EA portion of IT investments according to the OMB/OSD IT300 and EX53 EA guidance.	Participate in development of DoD EA Section guidance, and develop additional Army EA section guidance as needed. Train selected Army PEOs/PMs in the accurate preparation of EA Sections, and monitor results via participation in DoD self assessments.	Army is at 100% for this goal. OMB scored the EA sections of 16 Army Exhibit 300 reports as follows: 9 reports scored 4; 7 reports scored 3. For BES 09, Army Architecture Integration Center (AAIC) participated in development of overall EA Section guidance, developed training materials to assist Army PEOs/PMs in completing these sections, and supported training sessions. AAIC also participated in BES 09 EA Section scoring and change recommendations as part of DoD self assessment process.

**8. OMB Criteria For Green – DOD has an EA Transition Strategy with attributes as described in OMB EA Assessment Framework and the OSD Transition Strategy Guidance.**

<b>DoD Actions to Support</b>	<b>Service/Agency Goals</b>	<b>Service/Agency Plans to Support</b>	<b>Status of Service/Agency Efforts</b>
Guide the development and publication of DoD EA mini transition strategy guidance posting on the Core.gov website under the DoD Enterprise Architecture Community.	Prepare mini transition strategies according to DoD guidance posted on Core.gov website under the DoD Enterprise Architecture Community.	Participate in the development of DoD guidance for mini transition strategies. Coordinate the development and publication of updated Army EA mini transition strategies.	Army Architecture Integration Center (AAIC) has helped DoD develop an approach that more accurately reflects the Service Component's enterprise architecture activities rather than strictly focusing on contributions of the few programs that submit Exhibit 300's. AAIC developed revised mini transition strategy guidance. AAIC coordinated development and publishing of transition strategy updates by select Army programs, as well as a new transition strategy by the Army Future Business System (FBS). As of 1 Dec 07, 100% of applicable Army programs have posted EA transition strategies. AAIC has also drafted and will complete this quarter an overall report on the Army Enterprise Architecture and its supporting Data, Service, IPv6 and shared infrastructure strategic initiatives that are guiding the transition strategies.

**9. OMB Criteria For Green – DoD has developed a 5 year plan with quarterly milestones**

<b>DoD Actions to Support</b>	<b>Service/Agency Goals</b>	<b>Service/Agency Plans to Support</b>	<b>Status of Service/Agency Efforts</b>
DoD establishes DoD ITI CoP composed of Defense Agencies, Military Services, DoD Field Activities and OSD Staff Offices.	Participate in the data collection for EUSS Q1	Army will participate in Phase 2 and 3 data collection efforts on mainframe/network services and telecommunications.	Completed phase 1 and summary reports received in December. There were reporting and process errors in the final reports prepared by Gartner which were not consistent with the data submitted by the Army. This was reported to DOD and Gartner for correction.
	DoD ITI CoP participates in the development of 1 <sup>st</sup> draft of 5 yr plan	Army will support this effort.	Awaiting draft for review.